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SOUTHERN AFRICA

Annual Work Plan

September 2013 – August 2014

Resilience in the Limpopo Basin Program (RESILIM)



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List of Acronyms

CSO	Civil Society Organization
CC	Climate Change
CCA	Climate Change Adaptation
DRR	Disaster Risk Reduction
EWS	Early Warning Systems
ESARO	Eastern and Southern Africa Regional Office
FEWS NET	USAID Famine Early Warning Systems Network
IUCN	International Union for Conservation of Nature
IWRM	Integrated Water Resource Management
GBIF	Global Biodiversity Information Facility
GEF	Global Environment Facility
GIS	Geographic Information Systems
GIZ	Gesellschaft Fur Internationale Zusammenarbeit
GLTFCA	Greater Limpopo Transfrontier Conservation Area
GWP - SA	Global Water Partnership - Southern Africa
LBPTC	Limpopo Basin Permanent Technical Committee
LTP	Limpopo Trans-boundary Program
LIMCOM	Limpopo Watercourse Commission
LIMIS	Limpopo Management Information System
M&E	Monitoring and Evaluation
NAPAs	National Adaptation Programs of Action
OSC	Overseas Strategic Consulting
PPP	Public-Private Partnership
KRA	Key Result Areas
PMP	Performance Management Plan
RATES	USAID Regional Agricultural Trade Expansion Support Project
RESILIM	USAID Resilience in the Limpopo River Basin Program
SADC	Southern Africa Development Community
SOAG	Strategic Objective Grant Agreement
STTA	Short Term Technical Assistance
TFCA	Transfrontier Conservation Area
USAID	United States Agency for International Development
UNFCCC	United Nations Framework Convention on Climate Change
WANI	Water and Nature Initiative
WDM	Water Demand Management

I. Introduction

The USAID/Southern Africa-funded Resilience in the Limpopo Basin (RESILIM) project seeks to improve the trans-boundary water resources management of the Limpopo River, improving the resilience of communities and ecosystems, particularly with regard to climate change adaptation. The RESILIM project's key counterpart and stakeholder, among others, is the Limpopo Watercourse Commission (LIMCOM), an organization conceived in 2003 and ratified in 2011 to provide a forum for South Africa, Botswana, Zimbabwe, and Mozambique to collaborate, coordinate, and cooperate on Limpopo water-related challenges.

The year two work plan presents a schedule of proposed activities identified and developed by RESILIM project leadership and our consortium partners: Global Water Partnership – Southern Africa (GWP-SA), and OneWorld. It is based on the feedback received over the course of numerous meetings and consultations between RESILIM project leadership and its partners, as well as USAID, LIMCOM, and a number of other key stakeholders in the region. In response to feedback and input through the productive engagement with these various stakeholders, RESILIM will focus in year two more energy and attention on the human element of the program, ensuring that activities impact people's lives in the basin, continuing to balance our activities on developing science-based evidence.

The work plan is structured to present RESILIM's results framework, the organizational structure and resources, the planning process, and the detailed work plan. The narrative presented here should be read in conjunction with the work plan Gantt chart (Annex 1), which graphically depicts the timeline for when activities will be implemented and reinforces who is responsible for leading implementation and presents project resources we will use, as well as the project Performance Management Plan (PMP), submitted along with this annual plan.

Finally, RESILIM will use the grants fund to implement demonstration projects that pilot resilience building initiatives and ideas. With the recent release of the program's first Annual Program Statement, we are well positioned to begin receiving grant proposals from eligible regional organizations and will be launching our first grant activities at the beginning of year two, following work already completed in year one to develop these initial activities.

II. Results Framework

The year two work plan is structured around the results framework shown below, with three components and nine key result areas serving as the framework against which the project's activities are designed and measured. The three project components are described below, with details of the activities proposed to meet these objectives contained within Section V of the annual plan.

Objectives and Results Framework¹

The results framework below illustrates RESILIM's strategy to achieve the key results needed to accomplish the vision of each program component and the overall program objective of improving trans-boundary management of the Limpopo River Basin in order to enhance resilience of people and ecosystems. Each component presents a critical element in improving management of the basin — reduction of climate change vulnerability, improved conservation and management of key conservation areas, and improved capacity of stakeholders to manage water and ecosystem resources. Success in all components will result in achievement of the

¹ This section is based on USAID contract No. AID-674-C-12-00006, and the accepted Chemonics Technical Proposal for RESILIM.

overall program objective and contribute to the fulfillment of USAID’s development objectives in climate change and natural resource management, and support the LIMCOM IWRM plan and the water and climate change priorities of SADC, and will include particular focus on improving people’s lives.

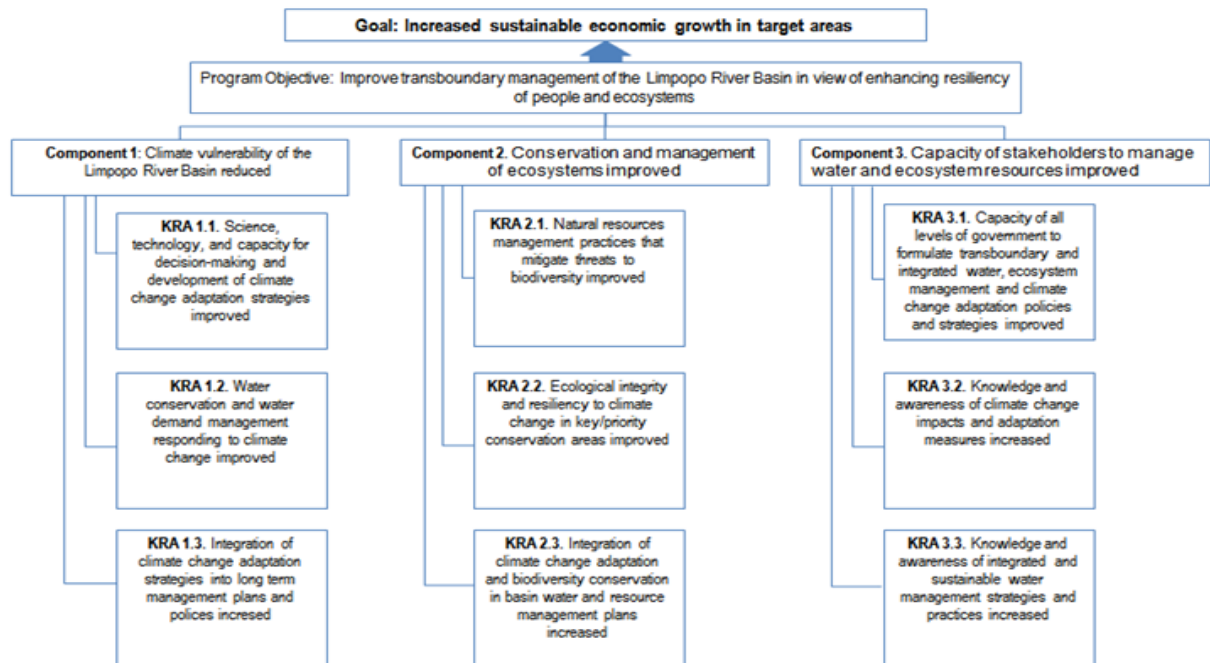


Figure 1: Life of RESILIM Program Results Framework

The results framework provides a structure around which we can develop consensus and shared ownership among staff, partners, and key stakeholders. During the work planning process, the RESILIM team used the results framework as a tool to reach agreement on RESILIM’s key results and approach to achieving results. We have also used the results framework to structure discussions with stakeholders on program scope and direction. Finally, we will use the results framework as a management tool in several contexts. Measurement and assessment of performance data against framework results will enable poorly performing activities to be identified, then scrutinized and adjusted. It will also enable us periodically re-visit the framework. Also, we will use it as needed where results are not being achieved, when assumptions are no longer valid, or when critical resources are no longer available, revised in consultation with USAID to reflect a more realistic framework.

Strategically, the RESILIM Program aims to improve trans-boundary management of the Limpopo River Basin and enhance resilience of people and ecosystems through three integrated strategic approaches:

- **Building evidence** to guide the change needed to strengthen resilience;
- Supporting the establishment of an **enabling environment** to effect the change needed for resilience; and
- Catalyzing the **sustainable action** required to build resilience in the basin and improve people’s lives.

Building evidence: There is already a significant body of scientific evidence that demonstrates the need for accelerating the building of climate change resilience, the improved protection and management of biodiversity, and improving livelihoods of people living in the Limpopo River Basin. However, this evidence is not fully integrated, and the resulting lack of coherence makes it difficult to pinpoint the priority actions that would strengthen resilience in the basin through increasing water flows and improving water quality. Identifying these entry points and hence action for enabling water flows requires knowledge of the critical thresholds or tipping points in the basin, as determined on an ecosystem and livelihoods basis.

Establishing an enabling environment: RESILIM will improve trans-boundary management of the basin and strengthen resilience, maintaining a strategic focus on sustainably translating evidence into action. This approach is built on knowledge, harmonized and adaptive institutions, adaptive management, action that is driven by a common purpose, and most importantly, on people. In addition, some or all of these actions frequently require dialogue and cooperation between multiple countries in the basin and therefore require savvy navigation of the complex political environment, as well as fostering and maintaining collaborative relationships. This is critical for effective water resource management in a shared basin, and especially so in the likely scenario where certain seasonal water flows may decrease due to the result climate change.

Catalyzing sustainable action for resilience: Opening basin water flows and building resilience requires programmatic and scalable interventions and actions. A wide range of adaptation projects are under implementation in the basin, all at a national and many at a sub national level. Given the challenges in the Limpopo Basin, adaptation of scale will need to be trans-boundary and multi-sectoral. RESILIM will review lessons learned from existing interventions and use them to demonstrate what works and does not, as well as what can be replicated and what can be scaled beyond boundaries.

III. Project Organization and Resources

In order to accomplish the activities proposed in this plan and meet the objectives of the RESILIM results framework, Chemonics will maximize the talent of the newly recruited team in Pretoria, capitalize on the centralization of almost all project resources in one office, and gain technical depth through the establishment of the chief scientist position in Gaborone.

As the team begins year two, we will have completed the on-boarding of multiple new staff in key positions, and we will be closely reviewing the current staffing configuration to ensure that we are properly organized and allocated to accomplish our objectives. We will share the revised organizational chart presenting our staffing structure at the beginning of year two and in consultation with USAID. As we enter year two, RESILIM leadership is building internal consensus around this work plan, focusing on:

- Tangible results through demonstration projects
- The grants program, initiated through the recently released Annual Program Statement (APS)
- A robust communications strategy
- Sophisticated communications products that effectively present these results to a wide audience
- Creatively and strategically developed, scalable activities through grants, subcontracts, and potential leveraging of public-private partnerships
- A focus on people, balanced with sophisticated products demonstrating science-based evidence to influence policy

- Working within RESILIM’s “development niche,” ensuring RESILIM is building the resilience of people and ecosystems and conserving biodiversity, through an integrated water resource management lens
- Monitoring and evaluating the impact of activities on people, biodiversity, institutions, and ecosystems
- Building and maintaining relationships with key stakeholders to influence and effect change

The Chemonics team will identify, design, and supervise the delivery of technical assistance while key partners and a pool of local and international experts and organizations will directly provide additional technical assistance through subcontract and grant mechanisms. In year two, OneWorld will continue to principally provide technical support to integrate climate change adaptation into trans-boundary water resource management through the development of science-based evidence, validated through workshops with regional stakeholders and receiving technical oversight from RESILIM’s chief scientist. GWP-SA will facilitate activities to engage stakeholders across sectors, build capacity, and expand knowledge networks in water resource management and climate change adaptation, working closely with RESILIM’s chief of party. OSC will support program communications and outreach strategies.

Finally, the RESILIM team will employ an adaptive management approach. As new information becomes available, as stakeholders evolve, as the Limpopo Basin changes and develops, and as the outcomes of initial activities become clear, project leadership, in consultation with USAID, will examine opportunities to adapt the work plan to meet the evolving needs of the program and benefit from emerging opportunities.

IV. The planning process

RESILIM sets its vision for delivering results in year two based on the three objectives of the contract (improved resilience of people and ecosystems, biodiversity conservation, and institutional capacity building of IWRM stakeholders), the KRAs specified in the contract, and engagement of LIMCOM, regional stakeholders, USAID, and key program partners. From this point, RESILIM monitors and reports project implementation against the results framework presented in this plan. To ensure buy-in, input, and ownership RESILIM engaged stakeholders at different levels during the work planning process.

A. Internal Review of Progress and Development of Initial Work Plan

RESILIM held a two-day workshop to engage representatives from each group of stakeholders above. The workshop focused on building consensus around a common definition for “resilience,” engaging all parties in interactive debate and discussion around the program’s approach for year two, and presenting a clear vision of the key results to be achieved in year two and how RESILIM leadership will guide the activities and key players from and involved in the program to achieve these results. During this two-day workshop, RESILIM focused its attention on revising the current Gantt chart outlining year two activities. To build on best practices of RESILIM’s sister program, SAREP, also implemented by Chemonics, RESILIM called upon SAREP COP Steve Johnson to facilitate the workshop. Key results from the workshop included general agreement on the need for RESILIM to increase the program’s focus on impacting peoples’ lives through thoughtfully and creatively planned pilot activities that achieve tangible results, implemented alongside the production of science-based evidence to ensure that activities are focused in the most vulnerable areas. Additionally, RESILIM concluded that there is a need to recognize the value of, enable, and foster dialogue among key basin institutions and decision makers to incorporate resilience building into their policy making and daily IWRM practices, thereby ensuring that RESILIM is focusing its attention on resilience building as the RESILIM “development niche.”

B. Planning with LIMCOM

To ensure substantive engagement with LIMCOM on the year two work plan, RESILIM invited and facilitated the logistics for multiple members of LIMCOM for their participation in the two-day workshop. The result was active involvement and contributions from each of the LIMCOM participants throughout the two-day engagement. Following the workshop, RESILIM leadership traveled to Maputo to meet the LIMCOM Executive Secretary (ES) and present RESILIM's Gantt chart (annexed below). The LIMCOM ES responded positively to the overall strategy and participatory approach in developing the plan.

V. Detailed Work Plan Activities

RESILIM will effect a balanced approach to implementation, ensuring that the consortium continues to build science-based evidence while in parallel develops and implements pilot programs focused on improving peoples' lives, enhancing institutional capacity around resilience building, and conserving biodiversity, through grants and subcontracts to regional organizations. The specific activities the RESILIM project will undertake in order to meet the objectives in its three components are detailed below, as well as in the Gantt chart in Annex 1. Although these activities are proposed to accomplish the goals of the program, the RESILIM team will take an adaptive management approach during project implementation.

Though they are woven into the activities below where appropriate, there are a number of cross-cutting activities that do not necessarily fit into one component but are an important part of the RESILIM program. Building and fostering relationships with key institutions and people, particularly decision-makers in the various water and environmental affairs departments, is a key ingredient to success. By maintaining RESILIM senior leadership's focus on managing these relationships through constant engagement and opportunistic participation in regional forums, RESILIM will create an enabling environment to influence regional stakeholders' response to climate change.

Component 1 – Reduce climate change vulnerability

KRA 1.1 - Science, technology, and capacity for decision-making and development of climate change adaptation strategies improved.

Through institutional partner OneWorld, RESILIM initiated risk and vulnerability mapping and hotspot analysis in year one to better understand climate-related risks and vulnerabilities to ecosystems and people living in the basin. In year two, RESILIM will build on this work by synthesizing and validating the information through a series of participatory, consultative workshops and individual meetings. The objective is to ensure that stakeholders are able to understand and validate the actual priority needs in the basin. It will also assist to ensure that key stakeholders both understand the desk-based review methodology and how conclusions are reached. Actively including key stakeholders in the process of analyzing and understanding climate change impacts in the LRB will and also elicit greater buy-in for any recommendations that emerge from the reviews, or presented in reports and policy briefs. This process will also develop some understanding on how to determine the critical environmental and social tipping points that will move the users of the basin into situations from which recovery would be difficult.

Through these participatory engagements, RESILIM will also put a human face on the development of science-based evidence by creating an environment where stakeholders engage with each other, share best practices, establish partnerships to collaborate and foster better trans-

boundary management of the various issues facing the basin, including ecosystem and livelihoods resilience, biodiversity conservation, and institutional capacity.

In year two, OneWorld will construct climate and development future scenarios, and through participatory analysis, RESILIM will use the scenarios as a tool to consider political, social, and economic impacts, and how these need to be incorporated into decision-making now to build resilience in the basin and open up water flows.

RESILIM will identify opportunities for collaboration with regional organizations and stakeholders that have the potential to ensure that climate impacts are integrated into early warning systems (EWS), as well as identify forecasting in the LRB would be identified and prioritised through participatory processes. Recognizing that climate change impacts frequently manifest themselves as disasters, often precipitated by floods or drought, RESILIM will develop an implementation plan to support LIMCOM strengthen EWS and Disaster Risk Reduction (DRR) initiatives in the basin through its partner GWP-SA, validating the plan through participatory engagement.

Following these initial activities, we will identify and develop additional adaptation projects of scale, ensuring that RESILIM is implementing activities on the ground beyond the science-based evidence developed to ensure the sound design and implementation of the interventions. Through these activities, RESILIM will work to directly impact people's lives through livelihoods programs, grants to regional organizations that improve people's living conditions and build grantee capacity, and ensure that the projects are scalable. This will then allow us to scale up successful initiatives or to develop new, but practical, approaches to build resilience in the basin.

Finally, in year two RESILIM will pilot four resilience building projects that produce tangible results on the ground. Through our grants program, RESILIM will implement activities such as coastal mangrove restoration in Mozambique through a local organization that is already implementing livelihoods development activities with local communities, also producing biodiversity conservation and ecosystem strengthening results. Additionally, RESILIM will pursue additional livelihoods activities in each of the basin countries.

KRA 1.2 – Water conservation and water demand management responding to climate change improved.

RESILIM will analyze water management options that will improve climate change adaptation, and then consider using existing water management practices. In year two, RESILIM will direct attention to identifying, developing, and implementing activities that improve water demand management. This will include working closely with stakeholders to provide technical support, resulting in improved climate change-integrated water resource management practices.

Within the Limpopo River Basin there are many stakeholders, including private sector water users, municipalities, commercial and subsistence farmers, conservation and ecotourism organizations, all of whom have a vested interest in better water management. By pursuing opportunities for potential activities around improved water demand management through engagement with various sectors listed above, RESILIM leadership will work closely with LIMCOM, GWP, and other development partners and focus particular attention on marginalized, disadvantaged groups, such as women's associations and community based organizations, within the basin. Through the grants program, RESILIM will seek opportunities to support such organizations whose work is aligned with RESILIM objectives, while building the organization's capacity.

KRA 1.3 – Integration of climate change adaptation strategies into long-term management plans and policies increased.

At present, climate change adaptation is not integrated into long-term management plans and policies in the Limpopo basin. In alignment with KRA 1.3 and in parallel with KRAs 1.1 and 1.2, RESILIM will seek to integrate climate change adaptation considerations into existing sectoral management plans and policies at provincial, national, and trans-boundary levels. RESILIM will identify and prioritize sectors and decision makers, using a participatory approach, specifically targeted with information and tools on climate change impacts and opportunities for adaptation, so that these can be integrated into long-term development plans in the LRB.

To bring together different sectors and create common ground around resilience building, RESILIM will regularly use cross-sectoral workshops engaging stakeholders from around the basin to promote dialogue, enable trans-boundary collaboration, and foster co-learning among decision-makers at all levels, wherever possible. For example, through workshops already planned through partners GWP and OneWorld, RESILIM will work with its partners to maximize the participation of a broad range of stakeholders. To ensure that workshops achieve results beyond merely validated methodologies presented by either partner, RESILIM will also use the workshops as opportunities to foster collaboration. In addition to already planned, focused workshops, RESILIM will organize and facilitate structured roundtable discussions to foster collaboration and dialogue, achieving capacity building of stakeholder participants.

Additionally, RESILIM will explore opportunities to support study tours for government officials to build their capacity to better manage the basin's resources, conserve biodiversity, and improve ecosystems and people's lives in the basin. To ensure that RESILIM's three objectives are implemented in harmony, RESILIM will create this enabling environment in order to successfully support regional decision makers, including LIMCOM commissioners. This will facilitate successful implementation of activities under component 3, including the development of a basin communications strategy, toolkits and relevant communications materials, and other support initiatives.

To achieve capacity building needs set forth through RESILIM's third objective, members of LIMCOM will be a major counterpart under this KRA, and we will work closely with the commissions to integrate climate change adaptation strategies into the long-term LIMCOM IWRM strategy and the Limpopo Management Information System (LIMIS). Activities under this KRA will also focus on increasing the capacity of and knowledge resources available to policy makers in the basin, so that ongoing and future trans-boundary resource management plans include critical climate change adaptation considerations.

RESILIM will use the science-based evidence the program develops to add practical value to the institution of policy change, identifying important risk and vulnerability considerations into development planning, and providing tools to support decision makers develop sound policy within the context of climate change uncertainty. By using the participatory, inclusive, and consultative approach described above, we will ensure that the most useful information gets into the hands of real decision-makers managing resources in the basin.

Component 2: Conserve Biodiversity and Sustainably Manage High-Priority Ecosystems

KRA 2.1 – Natural resources management practices that mitigate threats to biodiversity improved.

KRA 2.1 seeks to address current resource management practices that adversely impact biodiversity, such as the current over-allocation of limited water resources. In this context,

RESILIM will review environmental flow requirements work already done in some sites and catchments, and complement the work already being done by Aurecon for the Limpopo monograph study. RESILIM will work with LIMCOM, GIZ, and the GIZ monograph study team to identify prioritized areas for other similar forms of collaboration. For example, working with and through relevant water management authorities, ministries etc in the basin, RESILIM will also provide technical support to LIMCOM to include water auditing and an assessment of current water allocation plans, and will specifically contribute to the water allocation and water quality strategic objectives of the LIMCOM IWRM Plan.

Through the risk and vulnerability mapping and hotspot analysis in KRA 1.1, RESILIM will identify biodiversity threats and assess their root causes for hotspots. We will achieve this through participatory analysis, and through this consultative approach, stakeholders will understand and validate the actual priority needs in the hotspots, in terms of resilience building and biodiversity conservation. RESILIM will then formulate resilience building plans based on a thorough analysis of threats, with an adaptive management strategy and framework, gearing responses to threats. Strengthened M&E system will provide early warning of threats, allowing mitigation measures to be proactively instituted.

RESILIM will work with key stakeholders to assess and identify indicators for biodiversity and ecosystem health monitoring and focus on implementing results-driven activities. We will achieve this by collaborating with and supporting existing programs for trans-boundary biodiversity conservation. When appropriate, we will scale up existing water quality and invasive aquatic weeds monitoring programs already underway, including the bilateral collaboration enabled by RESILIM between the ministries of water affairs of South Africa and Botswana. As with the environmental flows assessments, RESILIM will train decision makers on how to interpret and use biodiversity and ecosystem information for ecosystem and water management purposes. Additionally, RESILIM will support LIMCOM to establish a biodiversity technical task team as one of its functional organs to provide a vision for long-term, strategic integration of biodiversity management objectives into trans-boundary water resources management.

Finally, to ensure RESILIM is implementing scalable pilot programs aiming to conserve biodiversity, we will use our participation in the upcoming Wildlife Enforcement Network (WEN) meeting to identify areas where the program can support anti-poaching initiatives and consider creative ways of achieving program objectives through grants and/or subcontracts. RESILIM will maintain as a primary consideration the extent to which its grants to regional organizations build capacity for long-term, sustainable biodiversity conservation.

KRA 2.2 – Ecological integrity and resilience to climate change in key/priority conservation areas improved.

Through the participatory process carried out through activities under KRA 1.1, RESILIM will consult with stakeholders to identify priority “hotspots,” geographic areas within the basin where issues of conservation, water, and livelihoods converge, including trans-frontier conservation areas, national parks, and private game reserves. Through these workshops, RESILIM will collaborate with relevant bodies and authorities, such as ministries of environment, environmental NGOs, and other key regional players. To ensure inclusion of stakeholders at the sub-catchment level and advise national government agencies on how to integrate priority areas and formulated resilience building plans into national biodiversity initiatives, RESILIM will coordinate with the RESILIM-Olifants team.

KRA 2.3 – Integration of climate change adaptation and biodiversity conservation in basin water and resource management plans increased

RESILIM will work with regional stakeholders to incorporate best practices around ecosystem-based water management into trans-boundary water management based on best practices developed in other similar contexts, including work on the Pangani, Okavango, and other watercourses in the region. RESILIM will adapt existing models to the Limpopo context as well as coordinate with other key stakeholders in the basin, such as authorities of protected areas and SADC Food Agriculture, and Natural Resources (FANR) to ensure that current science and ecosystem management practices are incorporated into trans-boundary water management. This will ensure alignment between strategies, plans, activities, and stakeholder input and agreement.

In addition, RESILIM will work with LIMCOM and other key counterparts to assist in expanding the range and nature of data and information currently held by and in LIMIS, with a particular focus on biodiversity and climate change related information and data. Additionally, there are several river basin governance toolkits available that integrate water, conservation, and climate change adaptation, such as those developed by IUCN (e.g. the “WANI toolkits” on flow, payment for ecosystem services, governance etc). RESILIM will work with and support LIMCOM to determine the appropriateness of these and other existing tools, in part or whole, and adapt them to the LIMCOM context. Application of these tools may require training to ensure effective use.

Component 3: Capacity of stakeholders to manage water and ecosystem resources improved

KRA 3.1 – Capacity of all levels of government to formulate trans-boundary and integrated water, ecosystem management and climate change adaptation policies and strategies improved.

To build the capacity at various levels of government to effectively manage water resources in the Limpopo River Basin, RESILIM will maintain the link between the first two components and component three. By assessing the capacity needs through activities in components one and two, RESILIM will develop a capacity building strategy to address prioritized needs and the skills gap. Our approach to targeted capacity development will utilize existing guidelines and tools (such as the GWP IWRM ToolBox and IUCN WANI Toolkits) and those developed in components one and two. With effective trans-boundary, climate change-responsive, ecosystem-based IWRM as a guiding pillar, RESILIM will engage training resources to allow key government counterparts to make informed and effective decisions.

RESILIM will support LIMCOM to develop communications materials, such as guidelines, manuals, policy briefs on effective trans-boundary ecosystem-based water management for LIMCOM commissioners, secretariat and national government authorities and planning/decision-makers to improve their awareness and skills. RESILIM also will support exchange visits of these key stakeholders to other river basins within the region, such as Okavango, Orange-Senqu, Zambezi, and if necessary to other African river basins, as well as through the promotion of links to professional networks and knowledge hubs.

KRA 3.2 – Knowledge and awareness of climate change impacts and adaptation measures increased.

RESILIM will focus on the development and implementation of a comprehensive knowledge management and communication plan for RESILIM. We will design the plan to ensure that stakeholders and decision makers, including beneficiaries and potential stakeholders identified for the various activities in component one and two, at all levels within the basin will have access to the information necessary to support sound decision making with regard to climate change impacts and biodiversity conservation. As part of ongoing work in Components 1 and 2,

stakeholder needs are being identified, with regards to what information is relevant to them and how it will be packaged for their use. The knowledge management and communication strategy will also focus on ensuring there is an emphasis on responding to vulnerable groups including women and children to adapt to climate change. Activities will ensure that vulnerable groups like women and children are a priority, and will design materials that cater to a wide target audience. Activities under this KRA will also utilize grants to promote study tours and learning from more mature river basin organizations and trans-boundary contexts.

KRA 3.3 – Knowledge and awareness of integrated and sustainable water management strategies and practices increased.

Implemented alongside 3.2, RESILIM will include the integration of sustainable water management strategies into the knowledge management and communication plan. We will design the plan to ensure that identified beneficiaries and decision makers at all levels within the basin will have the information necessary to support sound decision making with regard to integrated and sustainable water management. Just as in 3.2, RESILIM will ensure that vulnerable groups, including women and children, are a priority, and will design materials that cater to a wide variety of stakeholders. Activities under this KRA will also utilize grants to promote study tours and learning from more mature river basin organizations and trans-boundary contexts.

Annex 1: RESILIM Year Two Gantt Chart

	Quarter 1			Quarter 2			Quarter 3			Quarter 4				
ACTIVITY	S	O	N	D	J	F	M	A	M	J	J	A	Staff Responsible	Program Resources
COMPONENT 1: CLIMATE VULNERABILITY OF THE LIMPOPO RIVER BASIN REDUCED														
KRA 1.1. Science, technology, and capacity for decision-making and development of climate change adaptation strategies improved														
1.1.1 Conduct assessments to understand vulnerability and climate change adaptation needs (including current and projected vulnerabilities and impacts)														
Activity 1. Desk Reviews to identify assessments (including the monograph study) that have been done, focusing on transboundary gaps/needs														
Basin Baseline vulnerability assessment (desktop study consolidating findings of relevant Basin assessments, with gap/needs analysis, and integrating monograph findings)			X										Nkobi	One World
Activity 2. Stakeholder participatory analysis of assessments and gaps														
Cross sectoral stakeholder engagement			X			X							Kule	One World
Basin Baseline vulnerability assessment report incorporating prioritized stakeholders needs (participatory analysis)				X			X						Nkobi	One World
Activity 3. Build evidence to identify basin-level ecosystem thresholds (social, economic and environmental)														
Baseline vulnerability publications (including tipping points and transition states)			X										Nkobi	One World
Activity 4. Analysis of current and projected vulnerabilities and impacts														
Basin Baseline Vulnerability Assessment Report (incorporating current and projected vulnerabilities and impacts)			X										Nkobi	One World

1.1.2 Support the development and implementation of basin level disaster risk reduction strategies														
Activity 5: Support LIMCOM in revising their disaster risk reduction strategy														
Review and revise UN-Habitat Flood and Drought Disaster Risk Reduction Strategy			X										Nkobi	GWP
Craft action plan incorporating findings from review						X							Nkobi	GWP
Organize roundtable to bring basin countries together to integrate disaster risk reduction strategies									X				Nkobi	GWP
Communications and Implementation plan to support EWS and DRR; Information sharing protocols (combined with component 3)		X					X		X				Lara	OSC
1.1.3 Develop adaptation projects of scale that improve livelihoods														
Activity 6: Identify and prioritize scalable adaptation projects (focus on women-led adaptations, with related gender, equity and cultural considerations)														
Continuous identification, development, and prioritization of scalable adaptation projects (networking, grants program, strategic alliances)	X			X			X			X			Nkobi, Kule, Alex	Grants, subcontracts, STTA
Activity 7: Improve the livelihoods and welfare of communities														
Pilot 4 resilience building projects (such as mangrove conservation; mopani worm; marula oil; agritourism)			X			X			X			X	Nkobi, Kule, Alex	Grants, subcontracts, STTA
KRA 1.2. Water conservation and water demand management responding to climate change improved														
1.2.1 Support the implementation of water demand management projects														

Activity 8: Integrate climate change realities into current and future water uses														
Water use scenarios (water futures)									X				Nkobi	One World
Cost-benefit and feasibility analysis report on marginal waters									X				Nkobi	GWP
Cross sectoral stakeholder engagement								X			X		Kule	
Project areas defined for water demand management interventions in the Limpopo basin									X				Nkobi	GWP
Activity 9: Implement water demand management strategies and projects in the climate change vulnerability hotspots														
Pilot water demand management projects (incorporating gender related issues)										X	X		Kule, Nkobi	Grants, subcontracts, STTA
KRA 1.3. Integration of climate change adaptation strategies into long term management plans and policies increased														
1.3.1 Create an enabling environment for stakeholders (guided by hotspots)														
Activity 10: Bring together identified sectors														
Participate in, promote dialogue at, and organize cross sectoral stakeholder events (ongoing)		X			X			X			X		Kule	
Study tour for government officials to promote best practices						X	X						Kule, Nkobi	
Policy briefs and other communication materials						X	X						Lara	OSC
COMPONENT 2: Conservation and management of ecosystems improved														
KRA 2.1. Natural resources management practices that mitigate threats to biodiversity improved														
2.1.1 Support Basin states to improve knowledge about and management of environmental flows														
Activity 11: Review environmental flows and conduct participatory analysis for priority areas in basin														

Basin wide ecological flow requirements assessment						X	X							Nkobi	STTA
Analysis verified with key stakeholders and action plans prepared									X	X				Nkobi	STTA
Activity 12: Stakeholder assessment of capacity building needs to implement action plans															
Train basin commissioners and technical teams (exchange visits and/or study tours)						X	X							Kule	STTA
2.1.2 Identify and profile biodiversity threats in climate change vulnerability hotspots															
Activity 13: Completed participatory analysis of biodiversity threats in vulnerability hotspots															
Root cause threat matrix derived from vulnerability assessment in activities 2-4									X					Nkobi	One World
Forum to develop strategies to mitigate threats to biodiversity										X				Kule	
Activity 14: Support for integration resiliency into CBNRM															
Review and indentify opportunities to integrate resiliency building into the current Regional CBNRM Forum program		X			X									Kule	
Activity 15: Support for Wildlife Enforcement Network															
Partipate and promote dialogue at the Wildlife Enforcement Network meeting		X												Kule	
Support a resilience building activity identified at WEN meeting (ex. rhino poaching as threat to biodiversity)						X								Kule	grants

2.1.3 Support and scale up to basin level joint water quality and aquatic weed monitoring programs															
Activity 16: Pilot management control and monitoring for water quality and aquatic weeds															
Scalable plan of actions to be shared across basin			X											Nkobi	
Activity 17: Support basin-wide assessment of water quality and aquatic weeds															
Roundtable including all four countries to discuss weed management across basin							X							Nkobi	
Identify and provide necessary support to assist Mozambique and Zimbabwe in bilateral efforts to control weeds.									X			X		Nkobi	
Activity 18: Integrate data into LIMIS															
Updated data and information on water quality and aquatic weed management											X			Nkobi	
KRA 2.2. Ecological integrity and resiliency to climate change in key/priority conservation areas improved															
2.2.1. Identify and profile (current and future) natural and anthropogenic threats to climate change vulnerability hotspots around TFCAs															
Activity 19: Characterize threats through participatory approach															
Stakeholder engagement							X	X						Kule	STTA/sub
Develop resilience building plans										X	X			Nkobi	STTA/sub
Support a process to institutionalize the plan										X	X			Nkobi	STTA/sub

KRA 2.3. Integration of climate change adaptation and biodiversity conservation in basin water and resource management plans increased															
2.3.1 Develop and integrate biodiversity conservation and climate change adaptation tools to support transboundary water resources decision support systems and management initiatives															
Activity 20: Integrate data into LIMIS (in coordination with activity 18)															
Updated data and information on climate change adaptation and biodiversity												X		Nkobi	
Activity 21: Identify sectors and decision makers, policies, and plans to target for integration of climate change adaptation and biodiversity conservation strategies															
Identified list of stakeholders to target								X						Kule	STTA
Provide toolkits for river basin governance that integrate water, conservation, and climate change adaptation										X				Kule	STTA
Component 3: Capacity of stakeholders to manage water and ecosystem resources improved															
KRA 3.1. Capacity of all levels of government to formulate transboundary and integrated water, ecosystem management and climate change adaptation policies and strategies improved															
3.1.1 Apply the capacity building activities that come out of the assessments in component 1															
Activity 22: Support training to targeted institutions															
Training programs conducted				X										Kule/Alex	grant

Activity 23: Develop materials that support capacity gaps															
Toolkits and relevant communication materials				X										Lara	OSC
KRA 3.2. Knowledge and awareness of climate change impacts and adaptation measures increased															
3.2.1 Support knowledge management, awareness, and capacity to adapt to climate change															
Activity 24: Review vulnerability assessment conducted in component 1 and find opportunity for capacity building															
Action plan for capacity building in knowledge management and awareness									X					Kule	STTA
3.2.2 Develop basin wide Communication Strategies for Climate Change Impacts and adaptation measures															
Activity 25: Develop communications strategy and plan aimed at ensuring RESILIM outputs are relevant to key stakeholders in the basin to support decision making															
Basin communications strategy and plan													X	Lara	OSC
RESILIM internal communications strategy and plan			X											Lara	
Activity 26: Implement prioritized aspects of the communication plan aimed at increasing awareness and knowledge of climate change impacts and adaptation (implemented alongside 3.3.2)															
Communications and listening campaign				X										Lara	OSC

KRA 3.3. Knowledge and awareness of integrated and sustainable water management strategies and practices increased														
3.3.1 Support knowledge, awareness, and capacity pertaining to integrated and sustainable water management														
Activity 27: Along with 3.3.2, review vulnerability assessments conducted in component 1 and find opportunities for capacity building														
Action plan for capacity building in integrated and sustainable water management									X				Kule	STTA
3.3.2 Develop basin wide Communication Strategies for integrated and sustainable water management														
Activity 28: Develop communications strategy and plan aimed at ensuring RESILIM outputs are relevant to key stakeholders in the basin to support decision making alongside 3.2.2														
Basin communications strategy and plan													X	Lara OSC
Activity 29: Implement prioritized aspects of the communication plan aimed at increasing awareness and knowledge of climate change impacts and adaptation (implemented alongside 3.2.2)														
Communications and listening campaign					X									Lara OSC

